

City Council START Tool Results - For Discussion  
Sorted by Median Score, Then by Average Score  
November 2021

Points given by at least 4 Members  
One-half of all points allocated  
Members' highest score allocations, if not in the top rankings

PM #	Performance Measure Description	CM 1	CM 2	CM 3	CM 4	CM 5	CM 6	CM 7	Total	Average	Median
1	1.22 Achieve adopted standards for Pavement Quality Index equal to a citywide average rating of 70 or higher across all demographic categories. CS 17/18/19/20/21, BS 17/19/21 ACC 21	10	10	20	2	5	0	5	52	7.43	5
2	1.05 Achieve ratings for responses to "When it comes to the threat of crime, how safe do you feel in your neighborhood?" between 80 and 100 on a scale of 0 (not safe at all) to 100 (completely safe) greater than or equal to the top ten percent of national benchmark cities as measured by the monthly Police Sentiment Survey. CS 21	5	0	10	0	0	10	10	35	5.00	5
3	3.28 Achieve an end to homelessness in Tempe as measured by Tempe's annual count. CS 17/18/19/20/21 ACC 21	10	10	0	0	5	10	0	35	5.00	5
4	4.11 Achieve a citywide (City and private property) 25% tree and shade canopy by 2040. ACC 21	5	5	5	2	10	5	0	32	4.57	5
5	4.19 Achieve the City Council goal of carbon neutrality in municipal operations by 2050. ACC 21	0	5	5	0	15	5	0	30	4.29	5
6	1.23 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Feeling of Safety in Parks" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey. CS 17/18/19/21	5	5	0	0	0	10	5	25	3.57	5
7	3.29 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Overall Satisfaction with Transit System in Tempe" greater than or equal to 80% as measured by the City of Tempe Transit Survey. CS 19/20/21, BS 17/19/21	5	5	5	0	7	0	0	22	3.14	5
8	3.01 Achieve 85% on the Code Compliance Composite Score while ensuring equity across all demographic categories. CS 17/18/19/21	5	0	5	3	0	0	5	18	2.57	3
9	4.09 Achieve a Housing Inventory Ratio for Affordable, Workforce and Market-rate housing categories that meets the recommendations made for a three person household in the most recent study. CS 18/19/20/21	10	0	0	2	10	5	0	27	3.86	2
10	3.23 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Landscape maintenance along streets/sidewalks" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey. CS 17/18/19/20/21, BS 17/19/21 ACC 21	0	10	0	20	5	0	0	35	5.00	0
11	4.18 Achieve community carbon neutrality by 2060 with equitable outcomes. ACC 21	0	0	5	0	18	5	0	28	4.00	0
12	3.27 Achieve a Travel Time Index average at or below 1.25 along major streets during rush hour traffic with no individual segments exceeding 2.0. CS 19/20/21, BS 17/19/21	0	0	0	0	5	20	0	25	3.57	0
13	1.31 Achieve an end to opioid related abuse and misuse as measured by the percentage of "opioid abuse probable" Emergency Medical Services calls. CS 18/19/20/21	0	10	0	5	0	0	5	20	2.86	0
14	2.06 Achieve trust scores between 80 and 100 on a scale of 0 (totally disagree) to 100 (totally agree) across all demographic categories as measured by the monthly police sentiment survey. CS 21 ACC 21	10	0	0	0	0	10	0	20	2.86	0
15	1.01 Achieve total response times to advanced life support (ALS) incidents of 6 minutes or less in 90% of calls for service. CS 18	0	0	5	3	0	10	0	18	2.57	0
16	1.08 Achieve a reduction in the number of fatal and serious injury crashes to zero. BS 17/19/21, CS 19/20/21	5	5	0	0	5	0	0	15	2.14	0
17	1.21 Achieve rates of zero for alcohol use and drug misuse by 10th and 12th grade students in Tempe as measured by the biennial Arizona Youth Survey. CS 17/18/19/20/21	0	0	0	5	0	0	10	15	2.14	0
18	1.27 Achieve 100% compliance with industry standards related to the replacement or rehabilitation of infrastructure and assets. BS 17/19/21	0	5	10	0	0	0	0	15	2.14	0
19	5.09 Spend or encumber 90% of annual Capital Budget funds (CIP) in the year budgeted.	5	5	5	0	0	0	0	15	2.14	0
20	3.21 Engage Tempe employers to achieve a "Veteran-Supportive" designation greater than or equal to the average of Valley cities as awarded by the Arizona Coalition for Military Families. CS 17/18/19/20/21	0	4	0	0	0	0	10	14	2.00	0
21	2.25 Employee Work-Related Needs - Achieve an average rating of "Strongly Agree" or "Agree" that "City Services Adequately Support Employee's Work-related needs" greater than or equal to 90% as measured in the Employee Survey. ES 18/20/21	0	5	0	3	0	0	5	13	1.86	0
22	3.13 Achieve a score of 100 on the self-assessment tool for "Disability Social Inclusion" in accordance with the Tempe Disability Inclusion Plan (T-DIP) based on the National Council on Disability priorities. CS 17/18/19/20/21	0	3	0	0	0	0	10	13	1.86	0
23	2.02 Achieve satisfaction ratings of "Very Satisfied" or "Satisfied" with the "Quality of Customer Service" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.	0	0	5	2	0	0	5	12	1.71	0
24	5.12 Achieve 100% compliance with the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF) for the protection of critical infrastructure. ACC 21	0	0	0	2	0	10	0	12	1.71	0
25	2.15 Achieve ratings of "Very Satisfied" or "Satisfied" with the "feeling invited and welcomed to participate in city decision-making processes" greater than or equal to the national benchmark cities as measured in the Community Survey. CS 17/18/19/21	0	0	5	0	5	0	0	10	1.43	0
26	3.09 Achieve a rate of 65% for Tempe residents who have a post-secondary certificate, 2-year degree or 4-year degree by 2030. CS 17/18/19/20/21	0	0	0	0	0	0	10	10	1.43	0
27	1.07 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Police Services" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey. CS 18/21	5	0	0	3	0	0	0	8	1.14	0
28	1.18 Achieve a community program participation rate per capita of Tempe youth during non-school time greater than or equal to the national standards published by the Arizona After 3 PM Afterschool Alliance. CS 17/18/19/20/21	0	0	0	3	0	0	5	8	1.14	0
29	2.04 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Usefulness of the City Website" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.	0	0	0	3	0	0	5	8	1.14	0
30	3.17 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Community Services programs" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey. CS 19/20/21	0	0	0	3	0	0	5	8	1.14	0
31	1.25 Achieve police Body Worn Camera (BWC) video activation compliance of 90% by 2022. CS 18/21	5	0	0	2	0	0	0	7	1.00	0
32	5.16 Achieve financial inclusion indicators that are equal to or better than state level targets as measured and benchmarked annually by Tempe's Financial Inclusion Index. CS 21	5	0	0	2	0	0	0	7	1.00	0
33	1.13 Continuously meet or exceed Safe Drinking Water Act standards for water quality.	0	0	5	0	0	0	0	5	0.71	0
34	3.05 Achieve a Housing Choice Voucher (HCV) program optimization of either 98% of vouchers leased or 99% of available funding spent. CS 17/18/19/20/21 ACC 21	0	5	0	0	0	0	0	5	0.71	0
35	3.06 Achieve Quality Early Learning for Tempe children as measured by 45% of 3 and 4-year old children enrolled in quality early learning settings across demographic categories by 2030. CS 17/18/19/20/21 ACC 21	0	0	0	5	0	0	0	5	0.71	0
36	3.10 Ensure that agencies who receive human service grants from the City achieve their performance goals related to homelessness, youth, domestic violence, working poor, seniors and individuals with disabilities. CS 17/18/19/20/21	0	0	5	0	0	0	0	5	0.71	0
37	3.12 services and inclusivity of Lesbian, Gay, Bisexual, Transgender, Questioning (LGBTQ) people in Tempe. CS 17/18/19/20/21	0	0	5	0	0	0	0	5	0.71	0
38	3.25 Achieve an equal pay earnings ratio for the 9th Congressional District (which is centered around Tempe) that is equal to "1.0" as reported by the American Association of University Women. CS 18/19/20/21	0	0	0	0	5	0	0	5	0.71	0
39	3.30 Achieve the Age-Friendly Community Designation for livability from AARP. CS 18/19/20/21	5	0	0	0	0	0	0	5	0.71	0
40	3.31 Achieve a rate of households living below the Federal Poverty level less than Maricopa County as measured by the United States Census Bureau, American Community Survey. CS 18/19/20/21	0	0	0	0	5	0	0	5	0.71	0
41	3.36 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of City Services" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.	0	0	0	0	0	0	5	5	0.71	0
42	5.05 Maintain General Fund unassigned fund balance at a minimum of 20% and maximum of 30% of the General Fund revenue.	5	0	0	0	0	0	0	5	0.71	0
43	5.07 Achieve a City employee turnover rate less than or equal to the Valley Benchmark Cities' average. ES 21	0	5	0	0	0	0	0	5	0.71	0
44	1.19 Achieve a 98% resolution rate for all Housing Quality Standard issues related to life, health or safety within 24 hours. CS 17/18/19/20/21	0	0	0	3	0	0	0	3	0.50	0
45	1.04 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of Local Fire Services" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey and the TMR Customer Service Survey.	0	0	0	3	0	0	0	3	0.43	0
46	3.14 Achieve accessible sidewalks, curb ramps, and crosswalks in all city rights-of-way as identified in the Tempe ADA Transition Plan. CS 17/18/19/20/21, BS 17/19/21	0	3	0	0	0	0	0	3	0.43	0
47	3.16 Achieve ratings of "Very Satisfied" or "Satisfied" with the "Quality of City recreation, arts, and cultural centers" greater than or equal to the top 10% of the national benchmark cities as measured in the Community Survey.	0	0	0	3	0	0	0	3	0.43	0
48	3.32 Achieve a 50% reduction in EMS 911 calls from patients enrolled in Patient Advocate Services program. CS 19/20/21	0	0	0	3	0	0	0	3	0.43	0
49	4.04 Achieve or exceed Council-adopted Solid Waste landfill diversion rates by the Fiscal Year 2025/2026.	0	0	0	3	0	0	0	3	0.43	0



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98	5.06	Achieve a 76% rate of total money spent for goods and services through competitively generated contracts.	0	0	0	0	0	0	0	0	0.00	0
99	5.08	Achieve an aggregate rating of "Strongly Agree" or "Agree" on 85% of the Civil Division annual client satisfaction survey.	0	0	0	0	0	0	0	0	0.00	0
100	5.10	Achieve revenue forecast actual variance for budget year of +/- 3.0% for local taxes and intergovernmental revenue.	0	0	0	0	0	0	0	0	0.00	0
101	5.13	Achieve an annual average unemployment rate that is below the average for the Greater Phoenix region as measured by the Bureau of Labor Statistics. CS 18/19/20/21	0	0	0	0	0	0	0	0	0.00	0
102	5.14	Achieve a completion rate greater than or equal to 90% of the projects included in the approved Annual Risk Assessment and Audit Plan to ensure adequate audit coverage and risk reduction throughout the City.	0	0	0	0	0	0	0	0	0.00	0
103	5.15	PLACEHOLDER - Diversity Supplier Program CS 21	0	0	0	0	0	0	0	0	0.00	0
104	5.17	PLACEHOLDER - Citywide Risk and Worker's Compensation and Liabilities	0	0	0	0	0	0	0	0	0.00	0
TOTALS			100	100	100	100	100	100	100	700		

If the Performance Measure has been identified through one of the City's three surveys over the past three years as an "opportunity for improvement", it will be noted at the end of the Performance Measure definition with the survey initials CS (community Survey), ES (Employee Survey) and BS (Business Survey) and the year(s). For example, CS 18/19. Performance measures that have been accelerated previously are identified with the tag ACC followed by the year of acceleration (e.g. ACC 21). Some performance measures have been retired, creating gaps in the numbering.